DOCUMENT RESUME

ED 373 550 FL 022 336

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TITLE An Affordable, Off-Campus International/Intercultural Class for Undergraduate Business Majors...One School's Model.
PUB DATE Apr 94
NOTE 41p.; Paper presented at the Annual Conference on Languages and Communication for World Business and the Professions (12th, Ypsilanti, MI, April 13-16, 1994).
PUB TYPE Reports - Descriptive (141) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Business Administration Education; *Cross Cultural Training; *Field Trips; Higher Education; *International Trade; Nontraditional Students; Program Descriptions; School Business Relationship; *Study Abroad; Undergraduate Study
IDENTIFIERS England (London); *Missouri Western State College; New York (New York)

ABSTRACT

A Missouri Western State College program in which undergraduate business students make study trips to New York (New York) and London (England) is described. The courses, serving nontraditional students of business administration, consist of seminars arranged with and led by a company or organization in the study locale. Topics are generally related to an area of expertise of the company or organization, and the seminars are 2-6 hours long. Each seminar has one or more teams of 2-4 students, self-selected, who become experts on the company and seminar topic. They make pre-trip presentations to the rest of the class. Preparatory meetings for the trips occur shortly before departure. Networking is a key element in setting up the seminars. The post-trip requirement of a short research paper on a topic discussed during the trip has not been found to be productive and will be discontinued. Recruiting for the class is begun three semesters ahead of departure, and enrollment is limited to 20. Costs are minimized by selecting non-peak travel dates, and travel packages are different for the two destinations. Gifts are presented to seminar leaders. Tips for successful trip planning are offered. Syllabuses and course-related materials and publicity are appended. (MSE)

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ED 373 550

"An Affordable, Off-Campus International/Intercultural Class for Undergraduate Business Majors...One School's Model"

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Carol Roever

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Eastern Michigan University
Conference on Languages and Communication
for World Business and the Professions

April 13-16, 1994
Ypsilanti, Michigan

FL022336

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RATIONALE

As the absence of a US national has economy become evident, we -- and our institutions -- have all become aware of the need to introduce students to situations which will illustrate the global economy and the prevalence of cultural diversity and which will also prepare them to be productive citizens of the global community. Missouri Western State College, located in St. Joseph, Missouri, is no exception. Our campus offers several programs which introduce our students to global issues. This paper presents a model we have used in the Business and Economics Department for an affordable, off-campus, international/intercultural experience for undergraduate students.

First a word about our students and our school. The average age of our students is 27. Many of them are married and have children. Sixty percent of all students hold part- or full-time jobs. Although no figures exist, I suspect the percentage is higher--probably closer to 90 percent--among business majors.

Our college is located in Northwest Missouri, a predominately rural area. St. Joseph has a population of approximately 71,000. Most of our 5,000 students come from modest backgrounds and, not surprisingly, therefore, many receive financial aid. MWSC is primarily an undergraduate institution; the Department of Business and Economics is the largest department.

Given our student body, two limitations are immediately obvious. First, students will not have large blocks of time available for study abroad programs. Non-traditional women students will not be able to leave their families to spend a semester or even 5-6 weeks abroad. The second limitation is financial. Students who are working to support themselves and/or finance their education will probably not have the financial resources available to spend a

semester abroad--assuming the cost would be at least $3,500. Nevertheless, our college is committed to offering sound educational programs that are feasible for our students.

The model I will discuss today was begun many years ago by a business professor who took students to New York City for a week. The faculty member was so committed to the importance of this experience that he successfully persuaded the college to add the course he designed, "New York Viewpoint," to the college curriculum. The course is a 200 level course in the "General Business" area of our department. The catalog description reads as follows:

> Designed to make use of the unparalleled learning resources of New York City. The tour includes visits to both major stock exchanges, the Federal Reserve Bank, commercial banks and other Wall Street financial institutions, and corporate headquarters of companies listed among Fortune's 500 largest.

Students earn two credit hours by taking this course.

When I was hired in 1986, the course had not been offered for several years. After seeing several years of work experience in New York City on my resume, one of the search committee members asked me during my interview if I could teach this course.

I have taught the course three times: 1987, 1988, and 1990. Each time, 18 students enrolled in the course. In 1987, I co-taught the course with another faculty member. Thereafter, I offered the course by myself.

As the global economy grew and as the importance of a global viewpoint became important, I wanted to expand our efforts (which had been very successful in the New York Viewpoint course) and take students abroad. London was the obvious choice because of the

common language. Therefore, in January 1993, the first "International Business: London Viewpoint" class was offered. Twenty-six people enrolled in the course; 18 took the course for credit. A second London Viewpoint class is now being planned for May 1995.

COURSE OUTLINE

The structure and approach of all the New York and London courses have been the same. The course instructor identifies companies or organizations which might offer seminars in the city to be visited. Contacts are established within each company. The course instructor and the company representative decide on a seminar topic and identify a seminar leader.

It is important that the seminar leader feel comfortable with the topic and not feel that he or she has to do a great deal of research to present the information to our students. I usually try to suggest an area in which our seminar leader is an expert. For example, when I was negotiating with British Airways last year about the topic of the seminar for the London course, I knew that BA had an outstanding reputation for customer service. I suggested something relating to customer service for our topic. The company representative was happy with this suggestion. When discussing a seminar with a small market research company outside London, I suggested cross-cultural communication since I knew the company had clients in France and Germany.

Seminars range in length from two hours to six hours. A shorter seminar probably consists of a presentation by one or two company representatives followed by a brief question and answer period. A longer seminar might include coffee and rolls followed by presentations by several persons, lunch, and concluding comments (Attachment 1).

Once the seminar topic has been selected, resource materials must be identified for the students. Two types of information are usually needed: information about the company and information about the seminar topic. Companies are always willing to supply information about themselves. Annual reports and other printed materials about the company are sent. Usually, I am the source for material about the seminar topic. While the seminar leader "lives" the topic, he or she may not be familiar with books which the students should read to prepare for the seminar. For example, the Vice President of the New York Mets was going to talk about negotiating player contracts; however, he left the selection of a text on negotiating to me.

Each seminar has a student seminar team. This team consists of 2-4 students who become experts about the company and the seminar topic. If four or five students are interested in the same company, I divide them into mini-teams, one of which focuses on the company and one of which focuses on the seminar topic (Attachment 2).

Students select the seminar team they want to work on. These selections are made early in the semester in order to give the students time to research their topics. The seminar teams work with me, almost as independent study assignments, throughout the semester before the trip. Each team prepares a fairly lengthy paper summarizing its research.

Toward the end of the semester before the trip (spring semester for trips in May, fall semester for the January London trip), the class meets three or four times for several hours. During these meetings, the student teams present information about the companies we will visit and about the seminar topics. These meetings are mandatory and have usually been held on Sunday afternoons. Usually, I present the first and last lectures which involve a general orientation and details about our trip.

At the end of these meetings, all students are knowledgeable about all the companies and all the topics to be discussed. In addition, each company has a group of students who have thoroughly researched the company and the topic. This approach, designed to ensure a well-informed, intelligent audience for each seminar, has worked well.

The grading system for the classes is explained in the attached syllabi (Attachments 3-5). Students are required to write a research paper, make an oral presentation (based on the research paper), attend and participate in all seminars in St. Joseph in the city to be visited, and write a Reflections Paper after returning from the trip. In addition, students' grades on one or more quizzes over material presented in the pre-trip seminars are part of the final grade calculation.

SETTING UP SEMINARS

Networking is the key ingredient in setting up seminars for these courses. Personal contacts, student contacts, and affiliations with local companies are all important sources of potential seminars. The seminars for the 1993 London trip (Attachment 6) illustrate this point.

The British Airways seminar and the American Embassy briefing were both made possible through a contact with the president of a Missouri bank. Charles Price, president of Mercantile Bank based in Kansas City, is the former U.S. Ambassador to Great Britain. An Executive Vice President in the St. Joseph Mercantile Bank asked Ambassador Price if he would be willing to help us set up seminars in London. When an affirmative response was received, I wrote to Ambassador Price and requested his help. Price, a member of the board of directors for two British Companies: Hanson and British Airways, put me in touch with the British Airways' Senior Vice President of Public Affairs for the Americas. At this point, the customer service topic was selected for the seminar. Then the Senior Vice President spoke with his

contact in London and we were invited to attend a special training program called "Winning for Customers." Incidentally, only two groups have been given access to this program. Our entree was made possible because of our endorsement by the Ambassador. The seminar at the American Embassy was also arranged through our contact with the Ambassador.

A seminar at Pulse Train Technology was set up through a contact with a graduate of our department who gave a lecture to our American Marketing Association student organization. While we were having coffee after the presentation, she explained that her market research company used software developed by a small company just outside London. In contrast to the British Airways seminar, the Pulse Train seminar was set up with a minimum of administrative maneuvering. I simply wrote to our student's contact in the company and was put in touch with one of the firm's principals who readily agreed to present a seminar for our students.

The Ford Motor Company and the Seagram seminars were arranged by a British couple who were acquaintances of a faculty member in our Foreign Language department. The husband worked for Ford and his wife worked for an organization called the Wine and Spirit Security Liaison.

Most of the seminars for the New York classes were presented by people I personally knew (Attachment 7). However, one seminar at Wang Computers was possible because one of our students had worked as a nanny for a woman who was an executive at Wang.

The 1995 London seminars are proceeding in similar fashion. For example, a few weeks ago, a representative of the Chicago Office of the Japan External Trade Organization lectured on our campus. While she and I were talking, I inquired about the possibility of the London JETRO office offering a seminar. We are now exploring this possibility.

Similarly, a marketing representative from Anheuser Busch in St. Louis recently presented a lecture to our marketing students about Busch's marketing strategies and history. At the conclusion of the lecture, I asked him about the possibility of our visiting the Busch office in London. This request is currently being considered by the international staff at Busch.

Another approach is to capitalize on the European contacts with businesses in your own community. Several companies in St. Joseph have plants in England. These possibilities will be explored for the 1995 trip. As is probably obvious, the best way to set up seminars is to use an entrepreneurial approach which capitalizes on a variety of networks.

While the details of the seminars can be worked out later, it is important to set up the seminars well in advance of the trip so students have time to research the topics being discussed and have time to prepare a presentation based on their research.

PRE TRIP SEMINARS

Students are expected to present executive level pre-trip seminars which introduce their company and the seminar topic to the rest of the class. These presentations are usually 30-45 minutes long. When appropriate, videotapes are used. Students are encouraged to be creative in presenting information. For example, the British Economy team used an information-type scavenger hunt in the library as part of their seminar. The Ford Motor team organized the class into a production line to manufacture paper trucks. The British Airways team had the class role-play challenging situations involving customers. The American Embassy team showed some clips from public television about events in Britain. The presenters used handouts and visual aids to make their information clear and interesting.

FOLLOW-UP AFTER THE TRIP

After returning from the trip, students write a Reflections Paper which is a short research paper on a topic discussed during the trip. This assignment has not been particularly successful. By the time we return, the students are tired and are not motivated to do additional research. I am going to change this assignment for the 1995 London trip.

A successful post-trip event was a pizza party where people exchanged stories and photographs.

RECRUITING STUDENTS

The most successful recruiting is done through personal contacts. I usually announce the class three semesters before the trip actually occurs. For example, I will discuss the 1995 London class with my classes this semester even though the trip won't occur until a year from now. Next fall, I will announce the class early in the semester, as I will also do in the spring semester (if we have any openings in the class.) Pre-registration advising is an excellent opportunity to target selected students. Faculty will be asked to announce the course.

Press releases are submitted to local and student newspapers (Attachment 8). Information flyers and brochures are also designed and distributed (Attachments 9 & 10).

I recommend an enrollment cap of 20 students per instructor. The 1993 London trip had 26 people, too many to be effectively managed by a single instructor.

In order to ensure that people interested in a vacation would not take the class, we have instituted a rule that people on the trip either had to be enrolled in the class or traveling with someone who was enrolled in the class. This approach, coupled with pre-enrollment conversations with students interested in the class, ensured the participation of students genuinely

interested in international business. I think it is important to let people know that this is a business class, not solely a travel experience. Copies of the enrollment/application forms are attached (Attachments 11 & 12).

Interesting, we had students from other campuses in Missouri contact us about enrolling in the London class. One of the students on the trip was a business major from the University of Missouri at Columbia. She came with us because her department had nothing comparable. Incidentally, she attended all the Sunday afternoon seminars in spite of being three hours away in Columbia. We also had inquiries from other students attending William Jewell College, about an hour away, but by the time they called, we had capped the enrollment. Apparently, interest in an affordable trip is high.

BUDGET

On our campus, the budget for off-campus trips is negotiated with and established by the Division of Continuing Education. I made a preliminary contact with British Airways for a quotation; a local travel agent finalized the details. We held costs down by traveling at one of the least desirable times of year (first week in January) and leaving on New Year's Day. Our package included airport transfers in London, double rooms with private baths, continental breakfast, and round-trip airfare between Kansas City and London. We selected the least expensive hotel/air package on the BA list. The total cost of the 1993 London package, prepaid before we left campus, was $990.

Students were responsible for their own meals and entertainment expenses. They reported that they spent anywhere from $300 to $1000 of their own money during the week in London.

During the New York trips, the entire group attended two cultural events and one evening banquet. The charges for these activities were incorporated into the package price. I did not arrange this in London because I could not find a play with universal appeal and I did not know a restaurant near our hotel. However, I would change this next time. I think the group benefits from some social interaction and I will reserve one evening during the 1995 trip for a banquet and another for the theater.

A hidden cost is the expense of gifts for the seminar presenters. The college gave me t-shirts and mementoes which I took. However, I also used some of my own money and some budgeted money for additional gifts. The gifts are important because the seminar presenters are not paid for their work. Of course, getting a passport is part of pre-trip hidden expenses which should be mentioned to the students.

TIPS FOR A SUCCESSFUL TRIP

A successful trip depends upon careful preparation -- by the instructor and the students. Companies must take the seminars seriously, and the students must take their responsibility of being knowledgeable seriously. In addition, I recommend that you as the instructor:

- Carefully select course participants. The attached application forms (Attachments 11 & 12) helped provide information about why students wanted to participate.
- Be flexible and determined. At the last minute, the Seagram's seminar for the 1993 London trip fell through when the seminar presenter was fired as a result of the recession. We had to find a substitute seminar, which we did.
- Ensure the academic validity of the course. This is not designed to be a vacation.
- Once the group has been selected, be aware of people who could help you in an

emergency.

- Give the students some free time. They are adults who want and deserve to have some time on their own.
- Monitor newspapers for special features about the location you are visiting (Attachments 13-15).
- Identify special resources. The London Theatre Newsletter is an excellent resource for theatre news and you can purchase a three-month subscription for approximately $20 (Attachment 16).
- Watch PBS for special features about the course locale.
- Obtain access to an international phone line.
- Obtain institutional support. For example, the Division of Continuing Education covered my expenses; the Business and Economics department paid my salary. I was given college-related gifts for seminar leaders by the Executive Vice President. After returning from the trip, I drafted thank you letters to the presenters from our college president.
- Prepare a daily timetable to ensure that everyone is aware of departure times and seminar locations (Attachment 17).
- Seek support from your local newspaper.
- Ask the students in the class what they want to do so you can be sure they meet their goals and have a good time.
- Devote a pre-trip seminar to the essentials of safe travel.

CONCLUSION

Are these classes worthwhile? Student responses certainly indicate they are.

> "I loved London...the exposure to many new and different ideas and customs was priceless. Classes like this are invaluable."
>
> "The seminars were very helpful in understanding international business."
>
> "This is a trip I will cherish forever."
>
> "It was very nice to explore a foreign country. I can't wait to explore more. The seminars were very educational."
>
> "My business and personal horizons were expanded."
>
> "Thoroughly enjoyable and informative. I'm ready to go back."
>
> "It was a jolt to realize that 'our' way isn't necessarily the only way."
>
> One student wrote to the Dean: "I simply cannot say enough about this trip. It was a great experience and I would recommend it to anyone. The class and trip were extremely well organized and informative. I learned so much!"

These comments were made on a course evaluation form (Attachment 17) which will help me plan the next trip.

Attachments

for

"An Affordable, Off-Campus International/Intercultural Class for Undergraduate Business Majors...One School's Model"

by Carol Roever

Presented at:

Eastern Michigan University
Conference on Languages and Communication
for World Business and the Professions

April 13-16, 1994
Ypsilanti, Michigan

Presentation to
MISSOURI WESTERN STATE COLLEGE
International Business: London Viewpoint

Enigma House, Guildford, Surrey
Tuesday 5 January 1993

Agenda

09.30 *Welcome*

09.35 **Can a small company be an international company?**
Tim Macer, Client Services Director

How Pulse Train has developed to serve its markets in Western Europe and North America.

10.15 *Coffee*

10.30 **Our own approach to marketing-led business development: "MPS" and "BDMs"** (*Marketing, Prospecting, Selling* and *Business Development Managers*)

(a) The MPS structure and the rôle of the BDM
Peter Greiner, Sales Manager

(b) Prospecting, Account Management and our use of computerised database systems
Donna Humphreys, Technical Consultant

11.15 *Questions*

11.45 *Lunch*

12.30 *Coach departs for London*

PULSE·TRAIN TECHNOLOGY·LTD

Quality software for market research professionals

Attachment 2

International Business: London Viewpoint

Seminar Teams

British Air
Kimberly Hughes
Ellie Roth
Janelle Walters
Tom Saccardi

Ford Motor Company
Pamela Crawford
Jean Gloggner
Jim Roth

Pulse Train Technology
Kevin Hayes
Dave Holland
Nancy Kenyon

American Embassy
Sylvia Hanson
Roger Hanson
Michelle Shortle

Seagrams Distillery
Christie Grove
Erick Bracero
Rae Jo Marek

British Economy
Jackie Jungert
Jennifer Sweiger

British Mgmt Theory
Dawn Witham

International Business
Lisa and Tammy Wawrzyniak

Wine and Spirit Security Liaison
Cheryl Mock
David Scott

SYLLABUS - GBA 299

International Business: London Viewpoint
Missouri Western State College, Fall 1992
Department of Business and Economics

Instructor:	Carol Roever
Office:	Administration Building, 309N
Telephone:	College: 271-5827; Home: 232-0692
Class times:	To be arranged
Readings:	Material supplied by instructor to be supplemented by independent research

The class may be taken for 2 hours of credit or as an audit.

This class will study international business, focusing on issues to be discussed at seminars in London in January 1993. In seminars which have been prepared especially for MWSC students, British managers will discuss issues ranging from international marketing to customer service to employee involvement programs.

Participants will select one of the companies to be visited in London and serve on a briefing team for that company. During the fall semester, each team will research the company and the topics to be discussed in the company's seminar. This work will be done independently with assistance from the instructor. Each briefing team will prepare an oral presentation to introduce its company and topics to the rest of the class. This format will ensure that every class participant will be an informed audience for the seminars in London. In late fall, the class will meet four times to view the presentations by the briefing teams.

The highlight of the class will be a trip to London, departing from KCI on January 1 and returning on January 9.

Students taking the class for credit will be required to:

1. Be a member of a briefing team which will research one of the companies the class will visit in London and/or one of the topics to be discussed by company personnel.

2. Write a research paper on one of the topics featured in the London seminars. The paper will be due one week before the oral presentation is scheduled. The paper must be typed and double spaced.

3. Make an oral presentation to the class which summarizes the independent research conducted during the fall semester. Visual aids and handouts should be used to "brief" the class on the company and the topic to be discussed at the team's seminar in London.

4. Attend all seminars in St. Joseph and London.

5. Submit a "Reflections on London" paper by Monday, February 1. This paper presents research done on a topic which caught the participant's interest during one of the London seminars. The topic should be approved by the instructor before the paper is written.

Grading:

Distribution of points for the course is as follows:

Research paper	30%
Oral presentation	30%
Reflections paper	20%
Participation & attendance	10%
Quizzes	10%
	100%

Letter grades will be assigned as follows:

90 - 100%	A
80 to 90%	B
70 to 80%	C
60 to 70%	D
Below 60	F

Research paper

Pre-trip Research Paper:

70% Content
Are issues for the seminar clearly and thoroughly identified?
Is the discussion of those issues thoughtful?
Was appropriate research conducted?

30% Presentation
Is the paper clearly organized?
Is the paper mechanically and grammatically correct?

Oral Presentation:

70% Content
Are the issues clearly identified and discussed?
Did presenter use visual aids and handouts?

30% Delivery
Does the presenter exhibit enthusiasm for the topic?
Can the audience hear and understand the presentation?

Reflections on London paper:

70% Content
Is topic supported by appropriate research?
Was topic discussed with instructor?

30% Presentation
Is the paper clearly organized?
Is the paper mechanically and grammatically correct?

Attendance

An unexcused absence from a seminar in St. Joseph or London will result in the loss of points equal to one letter grade.

* * *

"'Going Global' has become a competitive necessity."
Bernard Wysocki Jr.
Wall Street Journal
September 21, 1990

"There are eight billion people out there and less than 3 percent of them live in the United States. Get into your company's international division. You can go a long way."
Mark MacCormack
What They Don't Teach You at the Harvard Business School
1984

"We have to face it. We are no longer economically self-sufficient or capable of commercial isolation. International commerce is vital to American prosperity."
Copeland and Griggs
Going International
1985

"If our nation is to continue to be a world leader we must build deep into our national psyche the need for international competency--that is, a specialized knowledge of foreign cultures, including professional proficiency in languages, and an understanding of the major political, conomic, and social variables affecting the conduct of international and intercultural affairs."
Gary Ferraro
The Cultural Dimension of International Business
1990

SYLLABUS for N.Y. VIEWPOINT, GBA 215
Intersession 1990

PURPOSE: To take advantage of the unique learning resources of New York City

Instructor: Carol Roever
Telephone: Office: 271-4348/ Home: 232-0692
Office: Admin Bldg 309-L

Readings: To be announced

Class times: To be arranged.

Students taking the course for credit will be required to:

1. Write a research paper on an assigned topic relating to one of the scheduled seminars. This briefing document will be the basis for a pre-trip oral presentation to the class. The paper is due one week before the oral presentation. The paper will present information about the company and/or specific topic(s) for the seminar. Students will receive comments from the instructor about the research paper and will have an opportunity to revise the paper for a final submission before May 21. The paper must typed and double spaced.

2. Make an oral presentation to the class which summarizes the research done for the briefing document. Visual aids and handouts should be used when appropriate.

3. Attend all seminars in New York City and St. Joseph.

4. Submit a typewritten, double-speced "New York Reaction" paper on a topic selected by the student with the approval of the instructor. This paper is to be written after the week in New York. It is due on Monday, June 11.

Grading

Distribution of points for the course are as follows:

Briefing document	100 points
Oral presentation	100
New York Reaction paper	50
Participation & attendance	40
Quizzes	50
	340 total points

Grades will be assigned as follows:

90-100%	306-340 points	A
80-89%	272-205	B
70-79%	238-271	C
60-69%	204-237	D
	203 and below	F

Briefing Document:

70 points (70%) Content
This includes identification of issues important for the seminar, clear discussion of those issues and citing appropriate research relating to the issues.

30 points (30%) Presentation
This includes organization of the paper and grammar and mechanics.

Oral Presentation:

70 points (70%) Content
Are the issues clearly identified and discussed?

30 points (30%) Delivery
Does the presenter exhibit enthusiasm for the topic?
Can the audience hear and understand the presentation?

New York Reaction Paper:

35 points (70%) - Content
This includes a clear discussion of the topic supported by research or examples from the seminars.

15 points (30%) - Presentation
This includes organization of the paper and grammar and mechanics

Attendance

An unexcused absence from a seminar in St. Joseph or New York will result in the loss of points equal to one letter grade.

Summary of points earned by _____

International Business: London Viewpoint
GBA 299
Fall Semester 1992

	Earned		Possible		
Pre-trip research paper (May be revised to earn add'l points)	_____	x	30%	=	_____
Oral presentation	_____	x	30%	=	_____
Quiz	_____	x	10%	=	_____
Participation and Attendance	_____	x	10%	=	_____
Post-trip paper Due 2/1/93 Topic to be approved before research is begun.	_____	x	20%	=	_____
			TOTAL EARNED		_____

MISSOURI WESTERN STATE COLLEGE

Department of Business and Economics
4525 Downs Drive, Saint Joseph, Missouri 64507-2294
(816) 271-4338

Schedule - "International Business: London Viewpoint"
January 1 - 9, 1993

Friday, January 1	Travel from KCI to Chicago Pick up British Airways flight to London
Saturday, January 2	Open
Sunday, January 3	Open
Monday, January 4	British Airways Seminar, Heathrow Airport Topic: "Winning Through Customers," BA's customer service training program
Tuesday, January 5	Pulse Train Technology Seminar, Guildford, Surrey (Small British company which develops and sells computer software to market research companies around the world.) Topics: How a small company becomes an international company, overcoming language & cultural barriers, and marketing strategies.
Wednesday, January 6	Open
Thursday, January 7	Ford Motor Company Seminar Topic: Ford's push for quality, using employee involvement. Tour of production facilities.
Friday, January 8	Seminar at Seagram's Distillery in Wimbledon followed by seminar by Wine and Spirit Security Liaison representatives. Seminars on marketing and on safeguarding liquor shipments.
Saturday, January 9	Return to KCI via British Airways
To be Scheduled	American Embassy Briefing Representatives from the political and economic sections will brief us on the latest developments for a unified Europe, especially the Maastricht Treaty Tour of the National Gallery

"MWSC is an equal employment and educational opportunity institution."

NEW YORK SCHEDULE
NEW YORK VIEWPOINT, GBA 215

MONDAY, MAY 21, 1990	TUESDAY, MAY 22, 1990	WEDNESDAY, MAY 23, 1990
Meet at KCI at 7:15 a.m. Depart on Continental #718 at 8:35 Arrive Newark at 12:10 p.m. Transfer to Hotel Sightseeing Empire State Building	AT&T 550 Madison Avenue **Seminar Organizer** **Dr. Farideh Mohajer** Infoquest tour after Seminar	10:30 a.m. Sports Illustrated for KIDS Time Life Building Rockefeller Center **Seminar Organizer** **Mr. Carky Rubens** 7:00 p.m. "Meet the Artist" 8:15 p.m. New York City Ballet NY State Theater Lincoln Center
THURSDAY, MAY 24, 1990	**FRIDAY, MAY 25, 1990**	**SATURDAY, MAY 26, 1990**
9:00 a.m. Wang Laboratories 780 Third Avenue 9th Floor **Seminar Organizer** **Ms. Gwen Burroughs** 2:45 - 3:45 p.m. New York Stock Exchange 11 Wall Street (enter 8 Broad Street) **Seminar Presenter** **Murray Teitelbaum**	9:00 a.m. Standard & Poor's 25 Broadway **Seminar Organizer** **Ms. Gail Neuman** **Presenters** **Hyman Grossman & Donald Wong** 1:00 p.m. Federal Reserve Bank 33 Liberty Street 5:30 p.m. Dinner at Tout va Bien 8:00 p.m. "City of Angels"	10:00 a.m. - Brunch Tavern on the Green 4:30 NY Mets Seminar **Presenter** **Al Harazin** Night Game: Mets vs. Padres
SUNDAY, MAY 27, 1990		*HOME AWAY FROM HOME*
Depart Newark at 1:15 p.m. Continental Airlines #1267 Arriving KCI - 3:13 p.m.		***Gorham Hotel*** ***55th Street between 6th & 7th***

ST. JOSEPH, MO., NEWS-PRESS, THURSDAY, FEBRUARY 11, 1988 3A

'Big Apple' tour awaits students

Students who enroll in Missouri Western State College's "New York Viewpoint," a course to be offered this spring, will get a close-up look at big business in the Big Apple.

New York Viewpoint, sponsored by the business ar economics department and the office of continuing education, is taught both here and in New York City. This year's trip will be from May 22-28, but preparation will begin much earlier.

Carol Roever, instructor of business and economics, who teaches the class, said students taking the course for credit are required to research and prepare a paper on one of the seminars scheduled for the trip.

"They divide into briefing teams, one for each seminar," she said. "Those students research their organization as a whole, using material from the company and the library, and research specific topics. Then the team makes a presentation to the class." Credit students must also write a paper after returning from the trip.

Although non-credit participants are not required to do the paperwork, they are expected to attend all seminars and presentations. "We want to be a knowledgeable, informed, appreciative audience," she said. Roever, who lived and worked in New York for several years, will also give a seminar on the city itself — its culture and atmosphere, and safety precautions for visitors.

Last year's trip a visit at AT&T, which included seminar with marketing executives, and breakfast and lunch provided by the company. "We went to their ad agency, and they showed us the storyboards for their overseas ads," Roever said.

Other presenters included the personnel manager of Pfizer Drug Company, who spoke to the class about her career path, and a session led by the owner of an executive search firm.

The group also visited Wall Street, where they stopped at the New York Stock Exchange and the Federal Reserve Bank. Although the agenda for the trip varies from year to year, Roever said the Wall Street visits are a permanent part of the course.

The group enjoyed some free time, too, taking in the sights and sounds of the Big Apple at a the New York Ballet, a Broadway show, and Carnegie Hall, where they saw Liza Minelli. They also visited the Statue of Liberty and Trump Tower.

The agenda this year is different, but Roever said it promises to be just as interesting. Seminars have been scheduled at IBM and Kinney Company, and Roever is planning others.

One of this year's highlights will be a visit with Cal Harrigan, who will discuss negotiation and the business of baseball. The group will also get to see Harrigan's team, the Mets, play ball.

"It should be a good trip," Roever said. "The seminar leaders are just great. They really go all out for us, really for nothing." She said the group would give the presenters Missouri Western T-shirts as a token of appreciation.

The cost of the class is $365 for accomomdations at the Gorham Hotel, the seminars, the ball game, and a Broadway show. Air fare is $168 for full time students 26 or under and $198 for others. Tuition for 2 credit hours adds another $100. Roever said interested individuals in the community are welcome, and registration will be accepted at the office of continuing education until March 1. The trip is limited to about 20 people.

INFORMATION SHEET - GBA 299

INTERNATIONAL BUSINESS: LONDON VIEWPOINT

The Department of Business & Economics announces a special topics class to give students a firsthand look at international business by attending seminars in London in January 1993.

This is a 2 hour credit class which will meet several times during the fall semester and travel to London on January 1, 1993 and return January 9. The class will attend several business related seminars in London. For example, British Airways will present a seminar on customer service on Jan 4. We will go to Heathrow Airport and learn about BA's "Winning Through Customers" training program.

Our schedule in London will include time for sightseeing and cultural events. Package will include hotel accommodations, airfare, transfers to/from London airport, breakfast, and theatre tickets. Exact cost of the package will be available in August when the airfare is confirmed. Estimated cost for everything: $1300 - $1500.

Faculty and student participants may take non-participating family members with them. Faculty and student participants are expected to attend all seminars in St. Joseph and in London.

Enrollment is limited. Students should complete a course application form (in rack with program advisement forms) and submit it to the class instructor, Carol Roever. Faculty members who are interested in participating in this class should let Carol know.

Any questions? Call Carol Roever, 232-0692 (home) or 271-5828 (office)

INFORMATIONAL MEETING: TUESDAY, SEPTEMBER 15, 1992

IN LRC 149 AT 5:30 P.M.

Attachment 10 (page 1 of 2)

NEW YORK VIEWPOINT

INFORMATIONAL MEETING
Room 307, Administration Building

Thursday, February 8, 1990
7:00 P.M.

SEMINARS AT:

Wang Laboratories
AT&T
New York Mets
Swedish Trade Council
Standard & Poor's
Sports Illustrated

TICKETS TO:

City of Angels - NY's Newest Musical Hit!
NY City Ballet at Lincoln Center
Empire State Building
NY Mets Baseball Game
Brunch at Tavern on the Green in Central Park
French Dinner in Theatre District

TOURS OF:

NY Stock Exchange
Federal Reserve Bank

COST: *$795 includes:*

Airfare
Hotel Transfers
Hotel Room
Tickets
Transportation NYC
+
$50 Tuition (2 Credit Hours)

PAYMENTS DUE:

$300 on March 1, 1990
$200 on April 1, 1990
Balance on May 1, 1990

MASTERCARD or VISA accepted.

TO APPLY: *Complete application form in the Business and Economics Department or call Carol Roever, Instructor (271-4348 or 232-0692)*

SPECIAL OF THE YEAR ▷ MONTH MAY
YEAR 1990

SUN	MON	TUE	WED	THU	FRI	SAT
		1	2	3	4	5
6	7	8	9 CLASSES END	10 FINALS	11 FINALS	12
13 MOTHER'S DAY	14 FINALS	15 FINALS	16 FINALS	17	18	19 COMMENCEMENT
20	21	22	23	24	25	26
27	28 MEMORIAL DAY	29	30	31		

NEW YORK VIEWPOINT

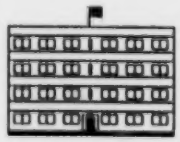
FOR THOSE SPECIAL HOLIDAY GIFTS,

WHY NOT ASK FOR ASSISTANCE

FOR YOUR TRIP?

GBA 215

NEW YORK VIEWPOINT
MAY 21-27, 1990



Sponsored By

DEPARTMENT OF BUSINESS AND ECONOMICS
Through
OFFICE OF CONTINUING EDUCATION

APPLICATION FORM - GBA 299
INTERNATIONAL BUSINESS: LONDON VIEWPOINT

NAME_____

ADDRESS_____
Street # City State Zip Code

HOME TELEPHONE_____ WORK TELEPHONE_____

MY MAJOR IS_____ YEAR IN SCHOOL_____

GPA IN MAJOR_____ OVERALL GPA_____ FACULTY ADVISOR_____

I want to take this course because:

MWSC faculty who will recommend me_____

_____ _____

I will take this course for credit_____ or noncredit_____

In addition to the business seminars, what I want to see/do in London is:

I understand that I am expected to attend all the seminars in London.

Signed_____ Date_____

PLEASE RETURN COMPLETED APPLICATION TO
CAROL ROEVER
DEPARTMENT OF BUSINESS & ECONOMICS
A 309 - L

Enrollment/Application Form for Participant who is not an MWSC Student

INTERNATIONAL BUSINESS: LONDON VIEWPOINT

Name _____

Address _____
Street City State Zipcode

Home telephone _____ Work telephone _____

I will be traveling with MWSC student _____

I want to take this class because _____

_____

_____

I would like to attend the business seminars: Yes_____ No_____

Things I want to do in London include _____

_____

_____

My $50 nonrefundable deposit is attached: Yes_____ No_____
I understand that it must be received by September 22.
The balance of $940 is due Thursday, November 12.

Signed _____ Date _____

Please return to: Carol Roever, Department of Business and Economics
Missouri Western State College
4525 Downs Drive
St. Joseph, MO 64507
College office: 271-5827, Home office: 232-0692

EUROPE: FALL AND WINTER

In the West End, the Stage Is a Whirl

By BENEDICT NIGHTINGALE

ENGLAND may be in recession. London and the southeast may be particularly hard hit. Tourists from America, put off by the weakness of the dollar against the pound, may be fewer than hoped. Nevertheless, two of London's more important theaters are reopening this fall, each with its innards expensively retooled.

For the last four years, the most central of all West End theaters, the Criterion, has been just a hole beneath Piccadilly Circus. Theatergoers have been deprived of not only the stage that gave the English-speaking world "Waiting for Godot" and many other major plays, but also a Louis XVI-style auditorium that had, sadly, become tacky and decayed. But by Oct. 21, after the expenditure of a million dollars, the theater is to be restored sufficiently to present a new play by James Saunders, "Making It Better," which was well received during a tryout at the Hempstead Theater in February.

Jane Asher is to stay on in the role of a BBC producer who finds 1989 an emotionally as well as a politically taxing year. She takes two Czechoslovak lovers after her husband has made his own particular defection, by coming out of the sexual closet.

Betrayal of all kinds is in the air, and it is handled with the same wry, dry wit that Mr. Saunders, one of Britain's most underrated dramatists, brought to "Bodies" and "Next Time I'll Sing to You." "His best play to date," wrote Irving Wardle in The Independent on Sunday.

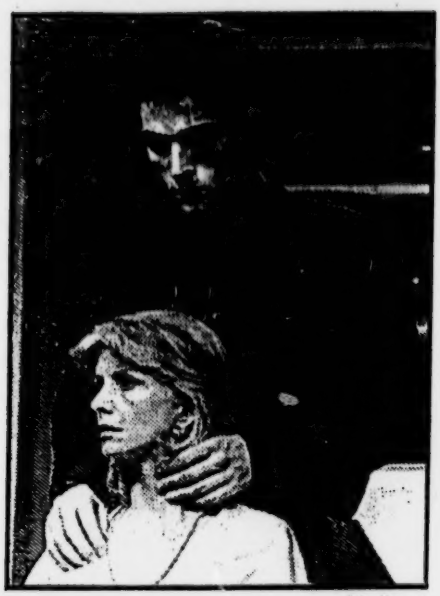
The other expensively refurbished theater is the Donmar Warehouse in Covent Garden. Regular playgoers may have suffered the cramped, bumpy seats, but most of them still had special places in their hearts for the theater. The Royal Shakespeare Company used the Donmar Warehouse for years, mounting many of its finest productions on the theater's broken boards. Pam Gem's "Piaf" (in which Jane Lapotaire won a Tony for the title role on Broadway) opened in the Donmar Warehouse, as did works by Edward Bond, Stephen Poliakoff and Howard Brenton, as well as Willy Russell's "Educating Rita."

The evening should be easier on the derrière if not the mind when Stephen Sondheim's "Assassins" reopens the theater on Oct. 29. The show, which celebrates an all-American bestiary of Presidential assassins, had a bumpy ride when it appeared at Playwrights Horizons in Manhattan early last year. It won some admiration and respect, but failed to make the leap from Off Broadway to Broadway. Will new orchestration and the guiding hand of Britain's hottest young director, Sam Mendes, change the fortunes of one of Mr. Sondheim's most daringly original librettos?

Christmas is the time classical audiences want some R & R, and this year the holiday brings another major musical revival to the National Theater in London. Will Nicholas Hytner, the director of "Miss Saigon," succeed in doing for "Carousel" what Richard Eyre did for "Guys and Dolls" 10 years ago?

Lynne Kirwin Associates

BENEDICT NIGHTINGALE is the chief theater critic for The Times of London.



John Haynes

ABOVE Rufus Sewell and Jane Asher, in "Making It Better." LEFT Brent Carver, Chita Rivera, in "Kiss of the Spider Woman."

That question will be answered on Dec. 10, the opening night for the tune-packed Rodgers and Hammerstein show.

But nearly two months before that, on Oct. 20, the West End sees a more talked-about musical arrival. Indeed, no coming show is drawing as much hype as Hal Prince's production of the John Kander and Fred Ebb version of "Kiss of the Spider Woman." The show, which reportedly faltered in workshops in New York, opened in Toronto this summer and received some rapturous reviews. Robert Cushman, a former theater critic of The London Observer who lives in Canada, wrote that it should join "Porgy and Bess," "Sweeney Todd" and "Camelot" as one of the four American musicals of truly tragic dimensions.

But how can Manuel Puig's novel-turned-play-turned-film make that leap? How can even Prince inflate a jail-house tale involving just two characters into a major musical? The answer appears to lie largely with Chita Rivera, who is coming to London to play some of the prisoners' dream women, primarily the menacing arachnoid of the title. Expect her and the show to make a prompt move to Broadway if and when it lives up to its advance billing at the Shaftesbury Theater.

Everybody complains about the dearth of new plays at mainstream London theaters, although such sightings are more frequent there than on Broadway, where they alight about as often as swallows in Antarctica. Two of Britain's less prolific dramatists have important openings, at the National Theater and the Royal Shakespeare Company's smaller London house, the Pit. And coincidentally — or is it something in the air? — each play has a similar theme.

Peter Shaffer, the author of "Amadeus" and "Equus," has produced nothing since "Lettice and Lovage" opened in London in 1987 and moved to New York soon after. His as yet untitled new play opens on Dec. 16 at the Pit, is directed by Peter Hall, and brings Judi Dench and Michael Pennington to the stage in a portrait of a troubled marriage. Specifically, a wife looks back on her life with a turbulent playwright, examining their love and estrangement, and what Mr. Shaffer tantalizingly calls "the dilemmas of revenge and retribution."

"Stages," by David Storey, who at the age of 59 is 7 years younger than Mr. Shaffer, also has a somewhat ruminative, introspective sound. Alan Bates plays a writer-painter performing an emotional post-mortem on himself, his loves and the work that, it seems, drove him to madness.

With Lindsay Anderson directing, as he did Mr. Storey's wonderful "Home" and "The Contractor" in the 1970's, this could be the play that regalvanizes a playwriting career that has been somewhat becalmed of late. Opening night at the National Theater: Nov. 18.

Harold Pinter, surely the greatest living British playwright, does not pen much for the theater these days. He started his professional career as an actor, has very occasionally appeared on the stage since he became a dramatist, and returns to it on Nov. 2 in his own "No Man's Land." The theater where the play is being revived is the Almeida in London's Islington section, and the event is sure to draw cognoscenti and Pinter scholars into its tiny, shabby auditorium.

What makes this doubly exciting is that "No Man's Land" is the least known of Pinter's full-length plays. It had a modest success at the National Theater in 1975, with Ralph Richardson as an alcoholic recluse and John Gielgud as the down-at-the-heels poet who assaults his name and his memories; but it has not had a major showing since then.

Will Mr. Pinter and Paul Eddington, respectively following in those actors' large footsteps, succeed in rehabilitating the play? There is no more fascinating question being posed by the London theater this fall. ■

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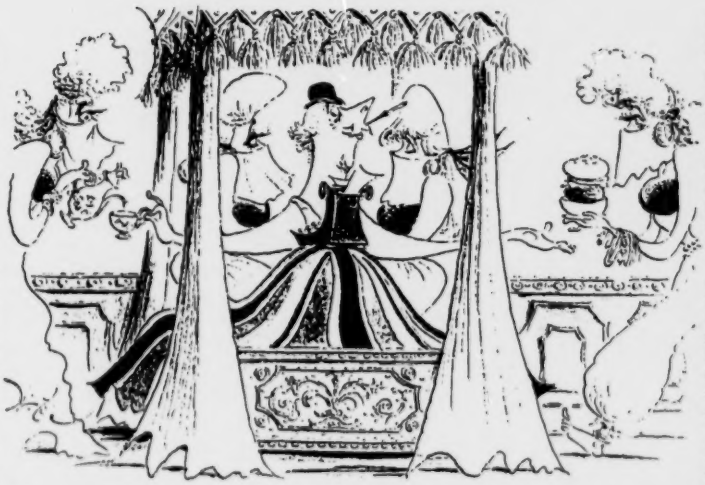
ON LANGUAGE

BY ANTHONY BURGESS

Attachment 14

Brits in Euroland



WHILE WILLIAM SAfire takes a break, this *Brit*, probably to minimal applause, gets a chance to take over. I detest that designation, with its connotation of "brittle," as though we were cashew nuts, but nobody seems to know what we denizens of the United Kingdom of Great Britain and Northern Ireland ought to be called. The apocope *Brit* looks like a slap in the collective face of those who dared to call their island "Great." Great Britain, of course, stands in opposition to Little Britain, or Brittany; there was never any intention of national aggrandizement in the epithet.

Britain is a very unhandy title for a country that is not predominantly Celtic. "Britons never never never shall be slaves" is still sung at the last night of our summer promenade concerts, but with deep irony. As Bernard Shaw put it, *Britons* are free to do whatever the Government and public opinion tell them. Britons were slaves under the Romans, though they were Welsh Celts — the woad-wearing Britanni whom the Romans Romanized.

To call us *Britishers* is a little outdated. It conjures up bare-kneed Empire builders in pith helmets. Saul Bellow got it right when he had African tribesmen keeping a can or two of milk for "the Britishers' tea." *Britishers* are always abroad, never at home.

I cannot call myself English, nor can many of my countrymen. The pure Anglo-Saxon blood has long been diluted by an admixture of Celt, Dane and Norman. Christine Brooke-Rose, a British novelist, facetiously thought we might be called *Ukasians*, which, suggesting *Eurasians*, fits into a racial mix as much Afro-Asian as European. It will not catch on, however. *Brit* seems to have its origins in I.R.A. hate ("It's our technology, sure, that'll beat the Brits" — meaning arms given by the mad Col. Muammar el-Qaddafi) and in C.I.A. suspicion and contempt, but it's all we have.

Americans are entitled to call us *limeys*, which implies nothing worse than an old marine discovery that citrus fruits keep down scurvy. It has cropped up in a Brit television commercial, in which a potbellied, flowery-shirted Yank tells a Jeeves-like butler that the Southern fried chicken he serves is acceptable: "Say, limey, this ain't bad." The butler's reply is that he speaks only English.

Anthony Burgess, the British novelist, has just completed a book on the English language, "A Mouthful of Air." William Safire is on vacation.

Euroeverything

THE EUROPE OF WHICH THE United Kingdom is now a province is spawning a great number of terms, many of them based on the prefix *Euro*. *Eurocrats* we have had for some time, but *Euroskeptics* is fairly new and designates British citizens dubious about the yielding of national sovereignty to the bosses of Brussels. On a more material level, the *Eurosausage* differs from the British *banger* in containing garlic but no bread. The French deny that our sausage is a sausage at all, insisting that it is a *boudin*, a kind of white pudding.

Rather like *Brit*, *Euro* has a garlic whiff of the disparaging. The phonic connotations of the first syllable gush into the denotation of *Euronal*, which is the Continental equivalent of a urinal. A *Eurotrain* runs faster and more smoothly than our own broken-down rolling stock, but its toilets seem perpetually out of order.

A new *Euroword* is *subsidiarity*. Already regarded as something of an obscenity and dubbed "the S word," it has been deemed "ugly." With the harsh breath of bureaucracy attached to it, it must be regarded as a clumsy assembly of vocables, especially in the phrase of our Prime Minister, who, during the current term of Brit presidency of the Council of Ministers of the European Community, wants to "entrench subsidiarity as a way of life in the community."

Subsidiarity means that the European Community ought to legislate only on matters that cannot be handled at a national or regional level. George Walden, Member of Parliament, writing in The Daily Telegraph, says it is intended as "our protection, our Thames barrier against a floodtide of Brussels legislation." But, he adds: "To many, it sounds more like a voodoo incantation than an insurance policy against federalism."

Subsidiarity is not a term one expects to hear from the ordinary Brit. The conflict between plain Anglo-Saxonisms and imposed Latinisms is as old as 1066. The term is one to distrust, seeming to carry opposed meanings. In Britain, and probably in Scotland and Wales, it means national sovereignty. To Jacques Delors, president of the Commission of the European Community, it means working in tandem — essentially, that Britain bow down. *Subsidiarity*, therefore, is as much of a paradox as the new "united" Europe, which has spawned more disruptive nationalist aspirations than have previously been known.

Wifelets and Nymphets

THE MARQUESS OF BATH IS dead, and his son, Viscount Weymouth, takes over the title. This 60- year-old eccentric, who changed his family name from Thynne to Thynn as a gesture of defiance, prides himself on a bedroom decorated with scenes realized out of the Kama Sutra, in which free copulation is encouraged. He does not believe in Christian marriage, favoring polygamy, and he seems to have invented the term *wifelet* to describe members of his harem.

This is perhaps one diminutive for women who are less than wives and more than mistresses, but the pejorative clings to the suffix, as it would if *Britlets* existed to name the children of these islands. Both *-let* and *-ette* (or *-et*) coexist as diminutive forms, though *-ette*/*-et* breathes femininity and daintiness. Vladimir Nabokov's *nymphet* in "Lolita" had a French origin (properly *nymphette*), and *faunet* would not work as a male equivalent, though *fauniet* might.

At the turn of the century, British women did not demur at *suffragette*, but in the 1920's students at the women's colleges of Oxford objected to *undergraduette*. *Cigarette* began as a diminished cigar suitable for women, and when men began to smoke what Oscar Wilde called the perfect type of enjoyment (the brevity being a recommendation), they preferred, in Britain anyway, to call it a *fag*. With the importation of the American *fag* to denote a homosexual, replacing the Brit *poofter*, the usage has started to fade.

Wifette ought to serve better than *wifelet*, but, in Britain at least, the stress would shift to the second syllable, obscuring the head word. This might not be the case in the United States, where *cigarette* moves its accent to the first syllable.

W. S. Gilbert, in the song "Take a Pair of Sparkling Eyes" in "The Gondoliers" (which lower-class Brits irreverently call "The Gonorrheas"), has a diminutive that I find repulsive, though I am not sure why. The lover is enjoined to take a hand fringed with "dainty fingerettes." The fingers are evidently little, but they are not little fingers, or pinkies. Gilbert needed a rhyme for "whets" and was led into what seems to be a vulgarity. The *-ette* suffix, which would evoke *cigarette* for Victorians, turns the dainty fingers into inanimate objects. Dehumanization is the essence of vulgarity. ■

ILLUSTRATION BY MICHAEL WITTE

NY Times magazine Aug 9, 1992

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Attachment 15

Three Rich Repositories

Great European map stores cater to the connoisseur, the browser and the merely lost

By CATHARINE REYNOLDS

EUROPE's specialized cartographic shops, drawing on a century and more of experience, furnish the best of maps with which to inform any trip. Just selecting from the dazzling choice can transport the visitor a world away. The following three shops in London, Paris and Vienna, with their knowledgeable staffs, handsome surroundings and vast selection of modern and historical maps, are among the grand map stores of Europe.

Stanfords

Stanfords in London advertises itself as "the world's largest map shop," a claim I have never had reason to challenge. In a turn-of-the-century building commissioned by the second Edward Stanford in Covent Garden's Long Acre, the business dates to 1852. Its two sales floors lined with neat banks of wooden racks offer some 25,000 titles.

Britannia rules the basement, which houses a mind-expanding array of government-sponsored Ordnance Survey maps, from general road atlases through on-the-spot digitally-generated super-enlarged urban plans. The market for the last is generally confined to architects and planners, but travelers from the most casual motorist through mountaineers come to browse among the 204 all-purpose fuchsia-wrapped Landranger 1:50,000 maps and, more detailed still, the 1,304 Pathfinder 1:25,000 maps. Ramblers choose Pathfinders (about $6) in particular, as they specify rights-of-way — paths over private property that by ancient custom walkers may use without trespassing. Both series display full contour lines; dense patches of them give fair warning to less fit hill walkers and cyclists. Reproductions of historical maps, a London section and specialized orienteering maps complete the range, which shares the basement with maritime charts and geological surveys. A small department even carries compasses, altimeters, clinometers and curvometers so one can leave Stanfords equipped with everything save boots and waterproof clothing.

The ground floor encompasses the rest of the planet, with a generous selection of world atlases, children's books about maps, classic and modern travel literature and maps — topographical maps of every description, classified country by country. Each section includes a diagram indicating the map series that cover the country and their scales. Nearby shelves feature current guidebooks.

Stanfords' personnel help buyers chart a course through the bewilderment of choice, helping them decide which scale suits their purpose. Had I forgotten (or did I ever know) that cartographic scales are expressed as representative fractions? Standing under the flag-decked skylight, a Stanfords' staffer reminded me that the smaller the divisor, the larger the scale. Motorists plan routes most happily with small-scale 1:1,000,000 maps; on the road they turn to the intermediate detail of a 1:250,000 map. Cyclists and hikers often plan with a 1:100,000 map but, where it exists, find reassurance from a map as large-scale as 1:25,000 on the ground.

In spite of its long history and venerable premises, Stanfords is run by a 32-year-old Canadian, Douglas Schatz, and most of the 30 enthusiastic staff members appear to have shrugged off their backpacks only recently. They reply to queries like "What is the best thing to get for hiking in Srinagar?" with confidence and counsel. Their uniform passion for maps shows when they are overheard advising grandparents not to overwhelm a 10-year-old with "The Times Atlas of the World," suggesting an illustrated atlas instead, or helping a customer locate the village ("I think it's near Castellina, or is it Castagnoli?") where he has just leased a villa, poring over a green Touring Club Italiano map of Tuscany spread on one of the shop's large tables. Stanfords' retail vocation does not exclude publishing the odd map. For example, in the late 80's the company produced its own "South-Central Tibet" (about $9.25) when the marketplace offered nothing for customers bound there after the reopening of the route to Lhasa.

Stanfords does a substantial mail-order business, drawing on a state-of-the-art computer cataloguing system. Fax or telephone orders, accompanied by the usual credit-card details, are normally filled within the day, as all stock is held on the premises. Americans are sometimes taken aback by the prices ($5 to $10) asked for good maps abroad, but up-to-the-minute detail and reliability justify them.

Stanfords, 12-14 Long Acre, Covent Garden, London WC2E 9LP; telephone (71) 836-1321; fax (71) 836-0189. Hours Monday and Saturdays 10 A.M. to 6 P.M. Tuesday, Wednesday, Thursday and Fridays 9 A.M. to

VOL.6 NO.7 London Theatre News™ NOV./DEC. 1993

SEVEN DOLLARS

On the Aisle

***With* The Absence of War,**
David Hare's trilogy on the so-called "institutions" in England is complete. Unfortunately, our Matt Wolf gives this show a vote of no-confidence.

The lack of genuine political opposition in contemporary Britain is the topic of *The Absence of War*, the latest — and, sadly, least — in **David Hare**'s trilogy about the so-called "institutions" in England. The first two, *Racing Demon* (1990) and *Murmuring Judges* (1991), have been revived to complement the new play's initial run, and they only show up *Absence*'s weaknesses that much more fully. Whereas *Racing Demon* in particular takes its profession — the clergy — and refracts a troubled country through it, the new play never transcends its immediate concerns. Seen for the third time some three and a half years after its premiere, *Racing Demon* is more than ever assured the longevity of a modern classic; *Absence of War*, by contrast, is so specifically of the moment that it may look dated in six months.

The best political drama is both immediate and timeless, because it embraces concerns so varied, one hardly thinks of *King Lear*, for example, as a play about monarchy. But *Absence of War* is so allied to the April 1992 British election — the defeat of Labor was seen by many to herald the one-party status of this country — that one can't help but take it as a chronicle of events that were actually more interesting than Hare makes them seem. As Hare, who was given unprecedented access to then-leader Neil Kinnock's campaign, sees it, the Labor Party's abiding strength is for "conceding defeat"; virtually handed its victory after a decade-plus of popular disgust with the excesses of Thatcherism, Labor sold itself and its scruples downriver in a Faustian bargain it could never win. On issue after issue — from the economy to the Royals to nuclear disarmament — Labor was merely Toryism in ill-fitting leftist clothing; this country's one great voice of change, borne aloft in the post-War years when do-gooding was synonymous with the public will, found itself without a war (hence the title) and without a purpose.

John Thaw (top) as the leader George Jones

To Hare's credit, the play is an undigested lament for a party's abandonment of principle, not a series of cheap potshots at the opposition. (The Tories are barely glimpsed, beyond smiling moments of **Nicholas Day** as the victorious P.M. Kendrick.) But Hare has been surprisingly unable to find the *play* in this material. While its thesis is beyond debate, Hare's choices of what to dramatize are not. Moment after moment seems lamely conceived (and sluggishly staged by his usually exemplary collaborator, **Richard Eyre**). Much is made of the arrival of a public relations advisor, played by **Clare Higgins** (an alumna of Hare's *Secret Rapture*), fresh from a successful handling of the Sandanistas account, but the character quickly disintegrates into monochromatic bombast; the first-

(contd. on p.2)

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(Short Take..contd.)

The walls of the foyers, corridors, staircases and bars were covered in aluminum leaf; decorated ceilings and glass sculptures added to the gleaming opulence. The auditorium was lined with panels of clever perspectives leading to the stage, its ceiling painted with wafting clouds. The recent restoration has relied on educated guess-work since only fragments of the 1929 design survive. However, it has allowed for some improvements: the theatre now has a slightly larger seating capacity (1,130), the orchestra pit has been repositioned under the stage apron, and the upper circle bar has a view across the Thames.

The seats have been restored to the 1929 colors, inspired by Hyde Park zinnia beds, and range from dark yellow to red. In the past, theatregoers booking in advance would be told the color of their seat so that ladies could match their costumes. Today color-coordinated dress is not obligatory.

COMING NEXT ISSUE

- Debra Craine reviews ***Perestroika***
- Robert Gore-Langton analyzes ***Wallenstein***
- Mark Shenton and Carole Woddis on ***Piaf***
- Matt Wolf goes to a ***Cabaret***

AND

- An index of all the shows we covered in 1993

(An Inspector Calls..contd.)

creaky old play, one that doesn't really support the director's portentous vision of it. As I say, there's some fine acting and an exciting visual imagination at work on stage, but to my mind this expressionistic and intensely theatrical reworking cannot hide what is behind — an amiable but plodding period melodrama.

Out-take

What Francesca Simon would have written had* Marvin's Room, not closed *at the Comedy. — Ed

Dad has been dying of cancer and diabetes for 20 years. Aunt Ruth can just about manage minus three vertebrae and permanently wired to a "tens" machine. Then Bessie, who has devoted her life to caring for both of them, is diagnosed as having leukemia. This is a comedy? In **Scott McPherson**'s adroit hands, yes.

Marvin's Room is a funny, poignant play about dying, evasions, sacrifice and what it means to live with death and to devote your life to others. Bessie, who accepts her limited, selfless existence with stoic restraint, must learn to accept that her own life will be cut short. How she — and the others — cope, or don't, is the nub of this unusual and touching tragicomedy.

McPherson, who died of AIDS in 1992, writes movingly about the sick caring for the dying, managing that most difficult of dra matic tricks, to have people laughing and crying at the same time. He cleverly counterpoints the soap-opera plots Aunt Ruth is addicted to, where all problems have simple solutions — "She's marrying the guy who raped her?" "That was months ago"— with Bessie's "real-life" predicament where there are few answers and no neat endings.

Alison Steadman excels as the relentlessly controlled, capable and mothering Bessie, who truly believes her life has had purpose and meaning. "I am so lucky to have been able to love so much," she says simply to her wayward sister, Lee (**Phyllis Logan**), who years ago couldn't escape from the family sick ward fast enough. Steadman, who usually specializes in brassy harridans, beautifully conveys Bessie's restrained emotion and straightforward nature, while Logan is also excellent as the selfish, bossy Lee, with one son (**Aiden Gillen**) in the loony bin for burning down the family home and the other a chirpy survivor of what can only be described as dysfunctional parenting.

Phyllis Logan and Aiden Gillen

Linda Buchanan's glass-brick, minimalist set gives the right clinical touch to director **David Petrarca**'s slick, fast-moving production. Petrarca, from the Goodman Theater, ably manages the play's hair-trigger turns and shifting balance between comedy and sadness. However, I do wish he'd worked a bit harder with the actors on their accents, which are a terrible hodgepodge: it is disconcerting to hear a strong Irish accent come bursting out of an Ohio teenager whenever he gets excited.Bring your hankies.

London Theatre News

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DEPARTMENT OF BUSINESS AND ECONOMICS

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Schedule in London for "International Business:London Viewpoint"

January 1 - 9, 1993

Saturday, January 2	Arrive Heathrow Airport at 10:30 a.m., Transfer to Tavistock Afternoon: Free tour of Tower of London and Crown Jewels
Sunday, January 3	Meet in hotel lobby at 9:30 a.m. to go to St. Paul's Cathedral for 10:30 a.m. service
Monday, January 4	Free Day
Tuesday, January 5	Meet in hotel lobby at 7:30 a.m. Coach takes us to Pulse Train TEchnology Seminar in Guildfor Coach leaves Pulse Train at 12:30 p.m. for Scotch Whisky Ass: Seminars by Trevor Cowan, Invergordon Distillers in Scotland and Christine Fanthome, Wine & Spirit Security Liaison 9:30 p.m. Ceremony of the Keys (free), Tower of London Janelle, Kimberly, Jim and Ellie, Pam, Nancy, Lisa and Tam: Tom, Dawn, Michelle, Jeannette and Dave.
Wednesday, January 6	Meet in hotel lobby at 7:45 a.m. Coach takes us to Concord Center, Heathrow Airport for BA Seminar. Seminar leader: Larry Hochman Coach takes us back into London at conclusion of BA Seminar 2:45 p.m. Meet at American Embassy, 24 Grosvenor Square, Tube stop: Bond Street on Central or Jubilee lines. Seminar begins promptly at 3 p.m., Presenter: Mark Siglar Ceremony of the Keys, 9:30 p.m.: Everyone who didn't go Tues.
Thursday, January 7	Meet in hotel lobby at 8 a.m. Take tube to Dagenham Heathway on District Line. Arrive at plant between 9:30 and 10:00 a.m. Seminar on Q-1 by Michael Doyle and Jim Eyre. Our contact: Phillip Fanthome Tour of plant: 1:15 - 3:45 p.m.
Friday, January 8	Free Day
Saturday, January 9	Meet in hotel lobby at 11:30am to leave for airport.

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Questionnaire about International Business: London Viewpoint, GBA 299

1. Would you take this class/trip again? (Please explain your answer.)

2. What was the main benefit you received from the class/trip?

3. What seminar did you enjoy most? Why?

4. What aspects of the class would you recommend keeping if the class/trip is offered again?

5. What changes would you recommend if the class/trip is offered again?

6. What practical advice would you give to students who would take the class in the future?

7. What comments do you have about the accommodations?

8. How much money would you recommend students take with them on a similar trip in the future?

9. Any other comments?

Signed_____